

WB

16 November 1962

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Format for Review of Intelligence Community  
Activity During the Cuban Build-up

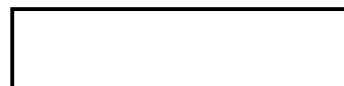
1. The attached format, with its covering memorandum, is being transmitted today to the agencies participating in the review and to all components of CIA.

2. You will note that we are asking the participating agencies to have their contributions in our hands by the close of business 23 November. We expect to have a complete draft ready by 3 December for consideration by the steering committee.

STAT 3. I have met with the designated representatives of the three other contributing agencies and shall continue to do so. They are Mr. William McAfee of the State Department, [redacted] of DIA, and [redacted] of NSA.

STAT 4. Instructions for preparation of CIA's contribution are being issued to the Deputy Directors concerned.

STAT



J. S. Earman  
Inspector General

Attachment

cc: DDCI  
Executive Director

REGISTRY FILE

MORI/CDF Pages 2-12, 14-24

Executive Registry
62-8482

S E C R E T

16 November 1962

MEMORANDUM FOR: The Director of Intelligence and Research,  
Department of State  
Director, Defense Intelligence Agency  
Director, National Security Agency

REFERENCE : Memorandum for USIB Principals  
from the DCI, dated 14 November 1962

1. Pursuant to the discussion at the Executive Session of the United States Intelligence Board meeting on 15 November 1962, I have established a working group in the Central Intelligence Agency under the chairmanship of the Inspector General of CIA to prepare the response to the request by the President's Foreign Intelligence Advisory Board for an all-agency, all-source review of the intelligence activities relating to the Cuban situation.
2. The Director of Intelligence and Research, Department of State; the Director, Defense Intelligence Agency; and the Director, National Security Agency have designated representatives to this group in order to provide necessary support, research, analysis, and other staffing required in the preparation of the response.
3. There is attached for the guidance of the representatives of the several agencies a format to be followed in preparation of their agency's contribution to the study. This format has been coordinated with these representatives.
4. Copies of this letter and of the format have also been sent to Chairman, Atomic Energy Commission, and to Director, Federal Bureau of Investigation, together with requests for any data which they may be able to supply to aid the study.


S E C R E T

GROUP 1 Excluded from automatic downgrading and declassification
---

**S E C R E T**

5. Individual agencies' contributions will be submitted to the chairman of the working group not later than close of business 23 November 1962.

25X1

  
Marshall S. Carter  
Lieutenant General, USA  
Deputy Director of Central Intelligence

**Attachment**

cc: Director J-2 (Intelligence)  
Assistant Chief of Staff for Intelligence, Army  
Director, Naval Intelligence  
Assistant Chief of Staff, Intelligence, Air Force

- 2 -

**S E C R E T**

S E C R E T

FORMAT FOR CONTRIBUTIONS TO THE INTELLIGENCE COMMUNITY'S  
REVIEW OF INTELLIGENCE ACTIVITIES RELATING TO THE CUBAN  
ARMS BUILD-UP, 14 APRIL THROUGH 14 OCTOBER 1962

The main headings under which information is desired from  
each contributing agency are as follows:

- A. COLLECTION REQUIREMENTS
- B. COLLECTION FACILITIES
- C. INTELLIGENCE INFORMATION--THE SUBSTANCE
- D. INTELLIGENCE INFORMATION--ITS DISSEMINATION
- E. INTELLIGENCE INFORMATION--PROCESSING
- F. THE INTELLIGENCE PRODUCT
- G. USE OF THE INTELLIGENCE PRODUCT
- H. PARTICIPATION IN COMMUNITY COORDINATION

Under these general headings each agency is asked to supply  
the following information:

S E C R E T

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1. At the beginning of the period under review, what were the requirements on Cuba and on Soviet Bloc activities with respect to Cuba, as levied upon the agency?

2. At the beginning of the period, what were the agency's own internal requirements for intelligence on Cuba and on Soviet Bloc activities with respect to Cuba? How were these requirements generated?

3. How long had the requirements in 1. and 2., above, been in effect? Had there been any significant recent changes? If so, what?

4. What significant changes in requirements were introduced during the period? If internally produced, how were they generated?

5. How were the requirements in 1., 2., and 4., above, transmitted to the agency's collection facilities? What, if any, requirements were referred to other collecting agencies?

6. What role did the agency play in the generation of community requirements?

S E C R E T

**S E C R E T**

**B. COLLECTION FACILITIES**

1. What are the nature and scope of the agency's collection facilities with respect to the Cuban situation? (For example: Cuban or third-country agents or informants in Cuba; legal travelers; Cuban or third-country diplomats; refugees; liaison services; analysis of overt press and radio; COMINT; ELINT; photography -- specify means and available targets.)
2. Please describe any new facilities which were created -- or existing facilities which were expanded or redirected during the period or shortly before -- which contributed significantly to the agency's collection effort.
3. What targets was the agency able to cover and with what frequency and continuity?
4. Within the terms of the agency's mission, what targets was it unable to cover, and why?
5. What, if any, significant changes, either positive or negative, in the agency's coverage capability, took place during the period?
6. What support for collection facilities was required from other agencies? How was it secured from them? Was it timely and effective? What, if anything, was lacking?

**S E C R E T**

S E C R E T

C. INTELLIGENCE INFORMATION -- THE SUBSTANCE

Please submit the following data on all intelligence information relating to the Cuban arms build-up which was collected by the agency during the period:

1. Abstracts of all raw reports bearing significantly on the build-up.
2. For each such abstract please note:
  - a. Serial number of report.
  - b. Date of information.
  - c. Date of dissemination.
  - d. Brief source description.
  - e. Source grade.
  - f. Content appraisal.
  - g. To whom disseminated.
3. Please make special note of any such raw reports which the agency considered to be of particular significance at the time of receipt. Also please note any which, though not specially noted at the time of receipt, the light of subsequent events has shown to be of importance.

S E C R E T

S E C R E T

D. INTELLIGENCE INFORMATION -- ITS DISSEMINATION

1. Please provide, in detail, the standard dissemination which applies to most of the agency's reports. When, how, and for what reasons is this dissemination varied?
2. How are reports originating with your agency distributed in the community?
3. How are reports originating outside your agency disseminated within the agency?
4. Please provide a narrative statement on the flow of intelligence information significantly concerned with the arms build-up in Cuba, both within your agency and from your agency to other community elements.
5. Please select a particularly significant report and trace its progress from the time the information was acquired by the ultimate source to the time it reached the hands of the customer.

S E C R E T



S E C R E T

E. INTELLIGENCE INFORMATION -- PROCESSING

1. Please discuss the analytical process in the agency with respect to the Cuban arms build-up. Who does the analyzing? What research facilities or technical analytical tools are brought to bear? Does this involve support from other agencies? If so, to what extent? How effective? Any lacks?
2. Do analysts discuss intelligence information with analysts of other agencies? If so, do they do it regularly or only on occasion? Does such discussion facilitate rapid and effective analysis?
3. Please discuss the way the agency uses intelligence information, both its own product and that of other collecting agencies, in the preparation of internal intelligence and estimative publications.
4. To what extent do analysts and estimators discuss intelligence information with personnel engaged in directing collection operations? Do the analysts and estimators know as much about the capabilities of collection facilities as they need to in order to do their job effectively?
5. How is intelligence processed for submission to coordinated community publications? Who prepares such submissions, and what is the administrative mechanism employed? How does it work?

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**F. THE INTELLIGENCE PRODUCT**

1. Please submit the following:
  - a. Consecutive dated verbatim extracts, dealing with the Cuban arms build-up, from all of the agency's formal intelligence publications during the period.
  - b. Two copies of each formal agency estimative publication dealing with Cuba during the period. Do not include agency contributions to NIE's or SNIE's.
2. Please describe what other channels, such as oral or written, were used during the build-up to transmit pertinent information to policy-level officials.

**S E C R E T**

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G. USE OF THE INTELLIGENCE PRODUCT

1. What unilateral operational use did the agency make of intelligence or intelligence information received on the build-up?
2. How was such information or intelligence used by the agency in participation in community meetings (USIB, Special Group, Watch Committee, NRO, others)?
3. How and to what extent did the agency contribute to coordinated action by the community or members thereof (including action by the agency alone, as directed or permitted by the community) as a result of intelligence received during the build-up?
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H. PARTICIPATION IN COMMUNITY COORDINATION

1. Other than as stated under G., above, in what community publication panels or committees does the agency participate?
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3. How do they participate in this coordination?
4. Please give specific examples, including dates and contents, of any items of intelligence presented by the agency which have been withheld from publication, delayed, or significantly altered by the coordination process. If delayed, how long? If altered, in what way?

S E C R E T

62-8482/1

16 November 1962

MEMORANDUM FOR: Director of Central Intelligence

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J. S. Earman  
Inspector General

Attachment  
cc: JDDCI

Executive Director

62-8482

## S E C R E T

16 November 1962

MEMORANDUM FOR: The Director of Intelligence and Research,  
Department of State *Roger Walsman*  
Director, Defense Intelligence Agency *James D. ...*  
Director, National Security Agency *Blake / Carr*

REFERENCE : Memorandum for USIB Principals  
from the DCI, dated 14 November 1962

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Lieutenant General, USA  
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S E C R E T



62-8482/2

16 November 1962

MEMORANDUM FOR: Deputy Director (Intelligence)  
Deputy Director (Plans)  
Deputy Director (Research)  
Deputy Director (Support)

SUBJECT : Format for Review of Intelligence Community Activity  
During the Cuban Arms Build-Up

1. The President's Foreign Intelligence Advisory Board has requested the Director of Central Intelligence to submit, by 7 December 1962, a review of the intelligence community's activities during the Cuban arms build-up.

2. The USIB executive session of 15 November approved the following arrangements:

a. The DCI's response to the Board's request will be developed by a committee chaired by him and with Mr. Hillman, General Carroll, General Carter, and General Blake as members.

b. General Carter would establish a Working Group within CIA, with assistance from other agencies, to provide support, research analysis and other staffing needed for preparing the response.

c. Each participating agency will be requested to prepare a complete report of its own activities and submit it to the Working Group.

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3. General Carter has designated the Inspector General as Chairman of the Working Group. Representatives of the other participating agencies are: Mr. William McAfee, State; [redacted] DIA; and [redacted] NSA.

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4. The attached format for individual agency contributions, with its covering letter, has been sent to the three other agencies.

5. We have asked the other agencies to submit their contributions by close of business 23 November, and CIA should also meet this deadline in order that the Working Group may have a draft for presentation to the committee by 3 December at the latest.

**SUBJECT: Format for Review of Intelligence Community Activity  
During the Cuban Arms Build-Up**

6. Various CIA elements will be asked to prepare sections of the over-all CIA contribution for submission to the working group. Guidance to these elements will be issued separately. These submissions should be in the hands of the Working Group by close of business 21 November.

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7. The Inspector General has designated [redacted] and [redacted] as his assistants in the Working Group. They may be reached on Extension [redacted]

STAT

**J. S. Lerman  
Inspector General**

Attachment

cc: *DDCI w/o attach.*  
Exec. Dir.  
Mr. Elder  
Exec. Secy, USIB

62-8482/2

WB

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Inspector General**

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Exec. Dir. *w/o attach.*  
Mr. Elder *w/o attach.*  
Exec. Secy, USIB *w/attach.*

S E C R E T

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Lieutenant General, USA  
Deputy Director of Central Intelligence

**Attachment**

cc: Director J-2 (Intelligence)  
Assistant Chief of Staff for Intelligence, Army  
Director, Naval Intelligence  
Assistant Chief of Staff, Intelligence, Air Force

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**S E C R E T**

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**S E C R E T**

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G. USE OF THE INTELLIGENCE PRODUCT

1. What unilateral operational use did the agency make of intelligence or intelligence information received on the build-up?

2. How was such information or intelligence used by the agency in participation in community meetings (USIB, Special Group, Watch Committee, NRO, others)?

3. How and to what extent did the agency contribute to coordinated action by the community or members thereof (including action by the agency alone, as directed or permitted by the community) as a result of intelligence received during the build-up?

4. Please provide specific instances in which the agency's intelligence product affected US policy or, together with the product of other agencies, contributed to it.

S E C R E T

S E C R E T

H. PARTICIPATION IN COMMUNITY COORDINATION

1. Other than as stated under G., above, in what community publication panels or committees does the agency participate?

2. What elements of the agency are responsible for such coordination?

3. How do they participate in this coordination?

4. Please give specific examples, including dates and contents, of any items of intelligence presented by the agency which have been withheld from publication, delayed, or significantly altered by the coordination process. If delayed, how long? If altered, in what way?

S E C R E T

<b>TRANSMITTAL SLIP</b>		DATE
TO: Mr. Elder		
ROOM NO.	BUILDING	
REMARKS:  <i>ER file</i>		
FROM: Inspector General		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241 1 FEB 55

REPLACES FORM 36-8 WHICH MAY BE USED.

☆ GPO : 1957—O-439445 (47)

<b>TRANSMITTAL SLIP</b>		DATE
TO: DDCI		
ROOM NO.	BUILDING	
REMARKS:  <i>11/17</i> <i>ER</i>		
FROM: Inspector General		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241 1 FEB 55

REPLACES FORM 36-8 WHICH MAY BE USED.

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